



GENDER PAY GAP

REPORT 2023

This report details our April 2022 to April 2023 results in line with UK Government Gender Pay Gap Reporting Guidelines



We continue to embrace and promote diversity, equity and inclusion (DE&I) across our business. This remains one of our strategic priorities.

This year our mean gender pay gap has increased slightly to 3.8%, and our median gender pay gap is now slightly in favour of males. The proportion of women in our upper pay quartile remained stable at 35%. However, we did see a slight increase in the proportion of women in the lower and lower-middle quartiles. With regards to Bonus, our mean bonus gap is 20.5%, whilst our median bonus gap of 7.7% has seen a significant improvement, down from 23.3% in favour of males last year. This shift is largely due to the timing of bonus payments and the overhang from paying a partial Short-Term Incentive for the 2021 performance year across December 2021 and April 2022.

We continue to work hard to rebalance the demographic of our workforce and last year we saw a 3% increase in female hires into our business. Our new Employee Value Proposition has a specific focus on attracting female talent into the business and we also have campaigns focussed on Women in Supply Chain and Women in Sales.

Our Women & Allies Network continues to do great work across the business to drive women's careers. Initiatives included a 'Women in Leadership' panel event with internal and external panellists and a big focus on education and awareness around allyship. We trained all of our People Managers in Inclusive Leadership to ensure we all have the skills to build a truly diverse, inclusive and equitable workforce.

We believe it's important that our colleagues are representative of our customers and consumers. We also firmly believe that diverse teams bring broader perspectives and a breadth of experiences and skills.

Over the following pages we provide more detail on our gender pay gap results and the steps we continue to take to improve it.

Best wishes

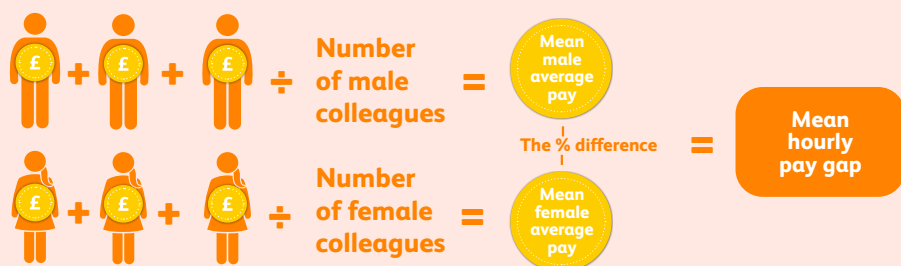
Marta Martins Pinto
People Director HEINEKEN UK

WHAT IS THE GENDER PAY GAP AND HOW IS IT CALCULATED?

The UK Government's Gender Pay Gap Regulations require companies to report their gender pay gap for all legal entities in Great Britain with more than 250 employees, with the aim of creating transparency and encouraging employers to explore any gender pay gaps revealed by the process.

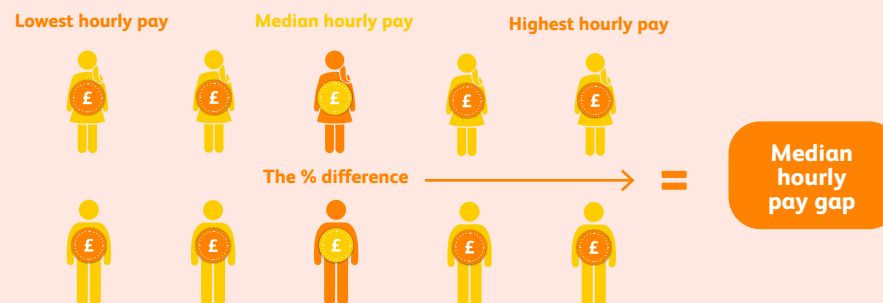
The gender pay gap shows the difference in average pay between women and men. It's different to equal pay, which relates to what women and men are paid for the same or similar jobs or work of equal value.

How we calculate the MEAN difference



The mean gender pay gap is the percentage difference between the hourly pay of all male colleagues divided by the total number of males, and the hourly pay of all female colleagues divided by the total number of females.

How we calculate the MEDIAN difference



If all female colleagues were lined up in order of hourly pay and all male colleagues were also lined up in order of hourly pay, the median pay gap is the percentage difference between the hourly pay of the middle female and the hourly pay of the middle male.

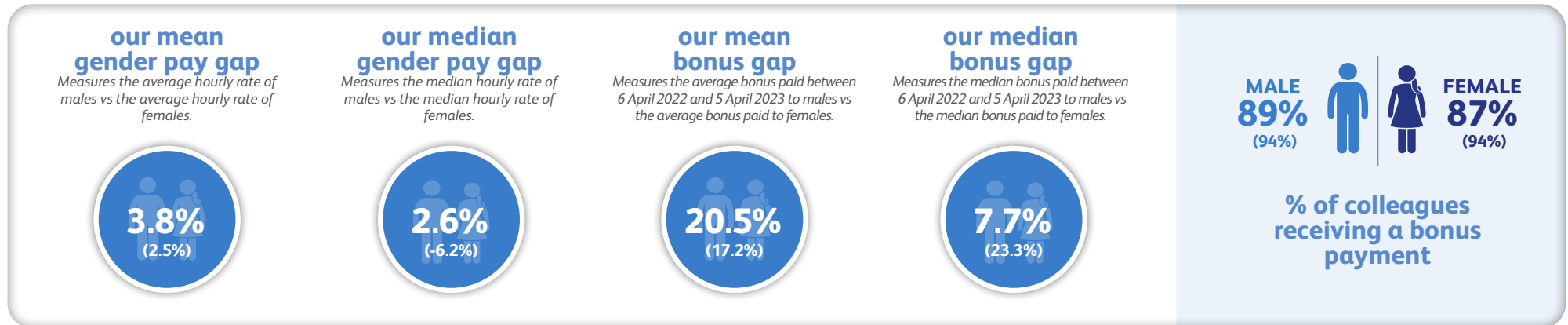
Why the difference?

Because different jobs pay differently and the number of men and women performing these jobs varies, a gender pay gap can exist. For example if there's a higher proportion of men in senior roles and/or a higher proportion of women in junior roles the gender pay gap will be bigger.

Why is gender pay gap reporting important?

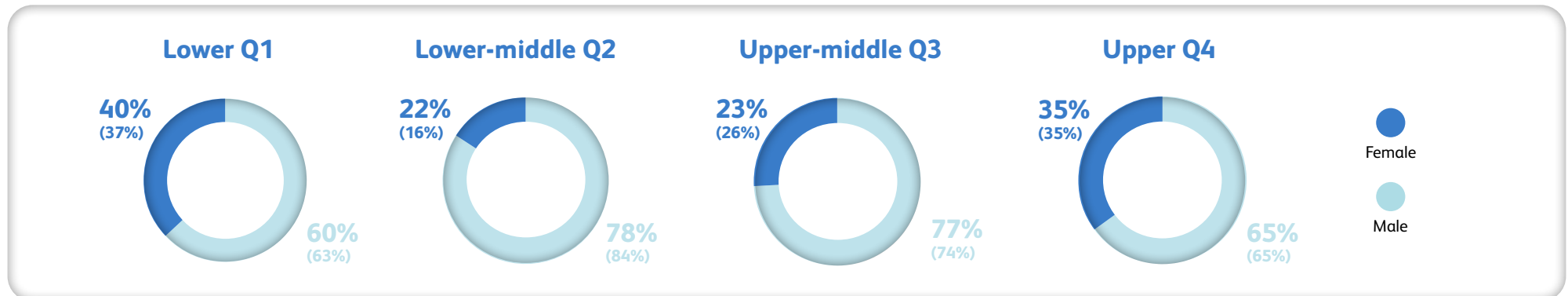
Gender pay gap reporting is an important step forward in putting a spotlight on where companies may have gender imbalances within their workforce, to assist them in understanding what's driving it and importantly, what to do to improve it.

HOW DO WE MEASURE UP?



Pay Quartiles

This shows the proportion of males and females in each pay quartile, ranging from the lowest hourly rate of pay to the highest. Each quartile has an equal number of colleagues.



Pay data is as at the snapshot date of 5th April 2023. Bonus data relates to bonus paid in the 12 month period ending on the snapshot date. Figures in brackets are our 2022 results.

WHAT DO OUR RESULTS MEAN?

We've seen a slight increase in our mean gender pay gap and our median gender pay gap is now slightly in favour of males. Factors driving these results include the segmented pay approach we adopted to help mitigate ongoing challenges in securing critical technical skills and capabilities in a number of targeted roles, by improving the competitiveness of our reward in these hard to recruit and retain in areas.

Although our pay quartiles have broadly remained in line with last year, there's been a slight increase in the proportion of women in the lower and lower-middle quartiles. In addition, last year's Short Term Incentive that was included in the Pay figures was a 'portion' rather than a full amount.

These figures also reflect our current gender representation, with females making up 30% of our Gender Pay gap vs 70% males.

Rebalancing the demographic of our workforce continues to be a challenge, hence an area of focus and commitment for HEINEKEN UK. With a predominantly male population, particularly within our supply chain and production environments, we've campaigns focused on Women in Supply Chain and Women in Sales. We're also evolving our recruitment practices and policies to proactively encourage female candidates into our wider business. In support of this, our new Employee Value Proposition has a specific focus on attracting female talent into the business.

Currently, 1 in 5 of our senior leaders is female, receiving the higher levels of remuneration and incentive arrangement associated with these senior grades. We also remain focused on achieving balanced gender representation at all levels of our business and have clear gender ambition targets which we know will take time to achieve.

Our median bonus gap has seen a significant improvement, down from 23.3% in favour of males last year. This is influenced by the timing of our different incentive payments arrangements. In addition we made a one-off cost of living support payments to some colleague groups and the make-up of the group who received this payment was 59% males versus 41% female.



WHAT ARE WE DOING TO CLOSE THE GAP?

In 2023 we successfully completed two of our ambitions within our Brew a Better World 2030 strategy, which alongside our Sustainability & Responsibility targets, sets out our DE&I ambitions across all HEINEKEN operating companies. We've trained all of our People Managers in Inclusive Leadership. We've also ensured we've at least 65% regional nationals on our Leadership Teams around the Globe. Brew a Better World includes our gender ambition to move to 30% of women in senior leader positions by 2025 and 40% by 2030. In the UK we've increased our representation from 16% in 2022 to 21% at the end of 2023 putting us in a good position to reach our target of 30% by end of 2025.



Women & Allies Network

The Network's aim is to promote 'balance is better for all' and, over the past 12 months, it's made significant progress and is driving innovative ways to advance women's careers.

Last year initiatives included a Women in Leadership panel event with internal and external panelists and a focus on education and awareness around allyship. The Women & Allies and Enable networks worked together to improve our support for parents and carers which included the launch of a colleague network and the foundation work behind the launch of a number of family and carer friendly policies in 2024. This was partially informed by our Diversity Census where we asked colleagues for the first time what caring responsibilities they have. The aim of the Network is to share and provide peer support.



Supporting Equity

In 2023 we've focused on supporting colleagues who identify as being neurodiverse. This was also informed by our Diversity Census where over 10% of colleagues disclosed, they'd identify as being neurodiverse. We've launched guidance aimed at dispelling myths about conditions and how to support colleagues as a peer or People Manager. We know later diagnosis is more prevalent in females and women can also be more impacted by children going through a diagnosis or treatment. We believe this support, whilst for all colleagues supports gender equity.



Inclusive Leadership Training

Another commitment within our Brew a Better World strategy was to train all our People Managers in Inclusive Leadership by the end of 2023 and we've successfully completed this. In 2023 our People Managers completed an Equal Opportunities module highlighting unconscious bias and how to control for it. In addition, we asked all teams to have a scenario-based discussion on appropriate language and understanding where language can impact on others.



Talent Acquisition

Our recruitment practices are evolving to proactively encourage female candidates to our business. We're focusing on Women in Sales and Women in Supply Chain. We're helping our People Managers to develop their own talent pools with diverse candidates, broadening our searches outside of normal routes and exploring experiences from outside our industry. Our new Employee Value Proposition launched this year which also has a specific focus on attracting female talent into HEINEKEN UK.



Statutory Disclosures

Legal Entity: HEINEKEN UK Ltd

Gender Pay Gaps:

Difference in hourly rate of pay
– mean 3.8%

Difference in hourly rate of pay
– median 2.6%

Difference in bonus pay
– mean 20.5%

Difference in bonus pay
– median 7.7%

Employees who received a bonus payment:

Males who received a bonus payment
– 89%

Females who received a bonus payment
– 87%

Employees by pay quartile:

Upper quartile
35% female
65% male

Upper middle quartile
23% female
77% male

Lower middle quartile
22% female
78% male

Lower quartile
40% female
60% male

Declaration

I confirm the information and data reported is accurate as of the snapshot date 5th April 2023, and in line with the UK Government's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read "Marta Pinto".

Marta Martins Pinto
People Director HEINEKEN UK